

URBAN/MUNICIPAL

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1993

MINUTES OF THE
BUDGET REVIEW COMMITTEE

FEB 8, 1993 -

MINUTES OF THE BUDGET REVIEW COMMITTEE
1993 02 08

Present: Trustees S. Hill (Chairman), Allen, Bishop, Darby, Desmarais, Hicks, Johnston, Korz, Lowe, Mason, Mulholland, Orban, Paquin, Rodgeron, Rogers, Stewart, Wilson and Cunningham.

Not

Present: Trustee Patenaude.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
B. Sinclair, Superintendent of Human Resources
R. Orlando, Superintendent of Plant
M. Quinn, Superintendent of Schools - Area 1
N. Nicholls, Superintendent of Schools - Area 2
R. Binns, Superintendent of Schools - Area 3
P. Gillie, Superintendent of Schools - Area 4
G. Rutledge, Controller
F. Cooke, Assistant Superintendent - Program
S. Rogers, Assistant to the Secretary

URBAN MUNICI

APR - 1993

GOVERNMENT DOCUMENTS

The meeting was called to order and nominations were requested for the position of Chairman.

Moved by Dr. Johnston:

That Mrs. Hill be nominated as Chairman of the Budget Review Committee.

Nominations were closed and the motion was put to a vote and **CARRIED.**

Mrs. Hill assumed the chair and called for confirmation of the minutes.

Moved by Miss Cunningham:

That the minutes of the 1992 03 30, 1992 04 01, 1992 04 06 and 1992 04 08 meetings of the Budget Review Committee be approved. **CARRIED.**

GENERAL

Opening Remarks

Mr. Goodridge commented that the difficult process facing the trustees will call upon all of their ingenuity and ability to make appropriate decisions for the students of this system. Due to the demands being placed on educational resources as well as reduced government funding, senior management has worked towards the zero percent mandate in a manner to avoid raising expectations in the system. This entails a \$12.8 million reduction to the Proforma Budget.

Introduction (Tab 1)

Mr. Shewfelt reviewed the introductory budget letter, emphasizing the two major realities for consideration in the Board's budget: a) 80% of our expenditures relate to human resources and b) both the province and municipality are experiencing a fundamental economic restructuring. He noted the Ministry's announcement changing the 1%-2%-2% government funding to 1%-0%-0% was followed shortly by an announcement from the government of \$99 million for a Sectoral Plan for Restructuring. This is a one-time allotment, targeted at long-term fundamental restructuring initiatives to make education programs more affordable and efficient. It is expected that detailed information about this proposal, as well as the General Legislative Grant information, will be provided by the Ministry prior to the March Break.

Mrs. Bishop requested the source of the information contained in the chart on Page 4.

Overview of 1993 Preliminary Estimates (Tab 2)

Mr. Shewfelt explained the format of the expenditure groupings. The column entitled Status indicates the current reductions achieved by management toward the Allocation total. Of the \$12.8 million reduction, we are \$5 million below the allocation requirements in Lines 1 and 2. He stressed that efforts are on-going to achieve the set allocations. Appendices A through G provided more detailed information on the reductions for each line. He explained that allocations were determined through a consultative and participatory process rather than being based on a single method such as percentage.

When Mr. Hicks inquired about utilizing 1992 Actual Expenditures rather than Approved Budget figures, Mr. Shewfelt noted that has not been Board tradition and asked to respond to that question at a subsequent meeting. Appreciative of concerns voiced by Mr. Hicks, Mr. Shewfelt stated the request was not unreasonable. In Finance Department discussions with other Boards, consideration has been given to advancing preparation of the actuals by utilizing the first Friday of December as a year end; however, there are implications to our automated financial information system to be considered. Mr. Hicks also suggested a new column entitled Projected Actuals.

Responding to further questions, Mr. Shewfelt indicated that it is his belief that the \$99 million allocation for the Sectoral Plan was a reassignment of funds from the General Legislative Grants.

Mr. Hicks noted some educational institutes are getting direct information on this issue and suggested the officials check for an update and report back.

Miss Cunningham also stated her preference to deal with actuals rather than last year's approved budget figures.

Mr. Shewfelt assured Mr. Korz it was his expectation that in late February or early March, appropriate reports relative to Lines 1 and 2 would come before this committee.

Mrs. Bishop was advised that no definition relative to "restructuring" under the Sectoral Plan was available. Mrs. Bishop then expressed appreciation for the tables provided within the Estimates Binder and inquired about the possibility of including a trustee representative on the Budget Advisory Group.

Mr. Shewfelt advised that this year's process includes management seeking opinions from representative groups within the Board on our operations and Exhibit L recognizes this process. Mr. Goodridge agreed to consider her suggestion. He remarked that another direction, given the expectations and the reality of budget, was for management to ensure all "system partners" understand the complexities and serious position of the Board, and thus, make more appropriate demands.

Mr. Hicks also urged the inclusion of citizen committees (stakeholders outside of the system) with a committee structure consisting of people from the community, trustees, federations and specialists such as financial advisors.

Impact Statements

It was explained that Appendices A through G (Tab 2, pages 3 through 9) provide more details on Expenditure allocations as noted on page 2. Reductions to meet proposed allocations are on-going, and trustees will be made aware of the implications of either achieving or failing to reach the allocations.

Prior to Mr. Orlando reviewing his report, Miss Cunningham was advised that energy allocations are not determined at the school level.

Energy (Tab 3, Page 3)

Mr. Orlando reviewed the Impact statement, noting that 64% of the costs relate to electrical consumption and 36% for natural gas, to heat and light the buildings. With an allocation of \$5 million, Mr. Orlando advised of a shortfall for that projection of \$463,000. Advising the majority of the increase results from hydro costs, he remarked that the \$5 million allocation can only be realized through reduced consumption, reducing the hours buildings are open or closing a building.

Citing the need to work collaboratively, Miss Cunningham pointed out the opportunity for the Plant Department to work with principals and include caretakers in the process to be responsible to effect savings.

A discussion followed on standard and maximum school temperature settings, how they are controlled, as well as set-backs during night and weekend hours for both temperature and lighting. Mr. Allen voiced his opinion that all reasonable avenues for cost savings would have been investigated by the Plant Department, while Ms. Orban noted the difficulties in maintaining temperatures in an older building versus a newer one.

Debt Charges (Tab 3, Page 4)

Mr. Rutledge reviewed the Debt Charges Impact statement with an estimated expenditure of \$2,488,000. When Mr. Rutledge advised that the Accommodation Report will include recommendations for selling surplus sites, Mr. Stewart voiced his opposition to this proposal due to the poor realty market.

Computer Services (Tab 3, Page 5)

Mrs. Hill advised that pages 5 and 6 would be deferred until another evening.

Transportation (Tab 3, Page 6)

Miss Sue Wilson, Transportation Officer, reviewed the Impact statement and the implications for savings via staggering middle and junior school hours, more use of public transit and reduced Co-op bus tickets.

Mr. Cooke clarified for Mrs. Bishop that a report to the Special Education Advisory Committee indicated that 64% of the Transportation budget was allocated for Special Education students. When Mrs. Bishop suggested savings through further placement of Special Education students in their neighbourhood schools, Miss Bond advised that discussions are underway with the elementary federation about a pilot as part of the neighbourhood school concept; however, she explained that as the process includes IPRC's she did not anticipate having further information in time to facilitate budget deliberations.

Again Mr. Shewfelt stressed the difficulties in achieving allocations and the possibilities of shortfalls carried onto other lines. With respect to transportation and attempts to make changes for September, he suggested that the policy needs to be adjusted.

Mrs. Bishop expressed support for staggered hours to facilitate double-run busing, while Mr. Stewart cautioned that the public should have a right to provide input about the impact of such a change from their perspective. Mr. Hicks later commented on the affect to parents who drive their children to school.

Mr. Hicks remarked on the \$110,000 savings identified and the further \$470,000 needed to reach the allocation. Mr. Shewfelt explained that establishment of allocations was not a popular process and these low allocations will challenge the system to achieve these savings. If we cannot, we will have to come back and so indicate.

Mr. Hicks expressed frustration about the lack of an accurate method to determine allocations and the exclusion of grant information.

When the concept of staggered hours was discussed, Miss S. Wilson advised the intent is to stagger hours across the system. She later clarified this applied to schools where transportation is involved and such sharing of buses is feasible. In addition, talks with neighbouring Boards are continuing regarding staggered hours and shared buses. Miss Wilson advised there is a request into the Ministry for equipment along those lines and sharing is expected to increase. Presently, however, both Boards have full loads. Mr. Shewfelt added that some very cooperative, productive discussions with some degree of collaboration at discussion/development phase have taken place with the Hamilton-Wentworth Roman Catholic Separate School Board. The concept of operations based on consortiums is being explored relative to transportation.

Ms. Orban wondered if a campus concept between closely related schools would qualify for funding from the \$99 million Sectoral Plan.

Ms. H. Wilson requested an explanation for the reduction in co-op tickets and whether it equates to fewer people in the program or a policy change.

Miss S. Wilson advised that discussions about staggered hours (both middle and secondary students) have taken place with the Hamilton Street Railway (HSR) which has encouraged the Board in this direction.

Mrs. Lowe commented that savings effected through transportation cuts or increased use of public transit are generally unpalatable for parents.

As a matter of information, Mrs. Hill responded to Mr. Korz that discussion on Lines 1 and 2 will not occur until all Impact statements through to Tab 4 are reviewed.

Insurance Premiums (Tab 3, Page 7)

The report was presented by Mr. Rutledge. There were no questions.

Tuition Fees (Tab 3, Page 8)

Mr. Sage advised that approximately 690 students have exercised their right to attend another Board. He reviewed the four categories for these students (accessibility, Sections 41B, 289 and 144).

Mr. Korz noted that these totals do not include people who changed their taxes.

Mrs. Bishop urged the survey of Open Access students be implemented immediately in order to promote our program with Grade 8 students who are considering option sheets for Grade 9.

It was explained that approximately 630 public students presently attend Roman Catholic schools; we receive fees for approximately 1,500 of their students attending our schools.

Charge Back of Taxes (Tab 3, Page 9)

Mr. Rutledge cautioned that the amount of \$2,596,000 has not been confirmed by the City of Hamilton. This figure represents tax remissions.

Travel Expenses (Tab 3, Page 10)

Mr. Sinclair observed that should this allowance continue to be frozen as in the past two years, there is an expectation of falling short of the allocation.

Responding to Mrs. Bishop's query, Mr. Sinclair confirmed that a report on travel allowances is due to come forward to the Board. Mrs. Bishop cited strong inequities in travel allowances as the reason the review had originally been requested.

Personnel Training (Tab 3, Page 11)

The report was presented by Mr. Binns, who commented on the 48% reduction last year and the recommended additional 15% reduction this year to \$380,000.

Trustee Bishop spoke of the importance of personnel training and the difficulty of judging its effectiveness as a report is no longer brought to trustees. A report containing the following information was requested regarding expenditures: a) by each department and how used, b) for conferences and what types of conferences (and whether outside Canada), c) for supply teachers, d) for outside consultants used for personnel training and other areas.

When Mrs. Hill clarified about the need for a motion, Miss Cunningham stated her interest was to learn how and where the money is spent and in what kinds of areas. Given the priority for Transition Years, she suggested it may be necessary to put a "freeze" on conferences.

Mr. Goodridge indicated that the information would come back to this Committee at an appropriate time.

Bursaries and Student Aid (Tab 3, Page 12)

Dr. Cooke reviewed the proposed reduction of \$17,775.00, remarking on the difficulty of supporting a recommendation to reduce this Line.

Following clarification about procedure, Mrs. Bishop opposed the withdrawal of assistance to students while supporting removal of proficiency awards. Mr. Darby, however, stated his opposition to cutting proficiency awards. To his suggestion of investigating local service clubs, Dr. Cooke assured him that these funds complement support from area agencies.

Instructional Books, Films and Software (Tab 3, Page 13)

In presenting the report, Dr. Cooke referred to Exhibit C under Tab 2, historical levels of expenditures and the further reduction of \$373,000. He noted that Ms. Giselle Whyte, Head of the Librarians' Association, has expressed major concerns about cuts that equal 66% of school library budgets within the past two years.

In the belief that these recommendations reflect the officials' "best game" plan, Mr. Hicks had difficulty with the process of trustees urging the officials to effect savings in other areas. Noting that all such recommendations are made reluctantly, Mr. Hicks pointed out that further options may be worse scenarios.

Mr. Goodridge reiterated that senior officials have not yet completed their review of budget lines and that process will continue in an expectation of reaching allocations.

Mr. Hicks concluded his comments by observing that not reducing in these areas will increase the reductions to be effected in Lines 1 and 2. Although he might not like these reductions, he preferred to trust the officials' judgment about where reductions should occur.

At Mr. Mulholland's request, Mr. Shewfelt explained that Tab 2, Page 1 reflects Proforma Budget figures while Page 2 reflects the transition to "real budget figures". In this process, there is an expectation that \$12.8 million will be reduced from the Proforma figures.

Referring to a surplus due in part to the caretakers' strike, Mr. Shewfelt indicated that such a surplus would not be subtracted from the \$12.8 million but would be placed in context with revenue information including grants, City assessment, etc.

In view of this explanation, Mr. Mulholland remarked that decisions should not be made without such information and its impact on the expenditure portion of the budget.

At Mr. Stewart's query, Ms. Veerman explained the calculation for textbook grants. A board had to spend a minimum of \$600,000 in order to generate \$1 worth of grants in 1992. Our expenditure of \$784,791 generated \$154,000 in grants, but the grant portion will not be expended on additional textbooks. In addition, she explained the Board received \$55,000 worth of grants for software; however, such funds are not guaranteed year to year.

Ms. Wilson considered cuts in both this Line and the 66% reduction in library funding totally unacceptable because of implications for the quality of education. She advocated savings through reduced heating or lighting and the sharing of resources with other Boards.

Mr. Allen shared concerns raised by Trustees Bishop and Wilson on the information received about proposed areas of reduction. In particular he considered textbooks, library material and software as the core of the education system and questioned why schools were being built if there is no budget to provide learning materials. He protested such cuts and urged that trustees oppose this recommendation.

In reference to Exhibit K, Mrs. Bishop questioned whether the absence of a 10-year percentage increase for books, films and software was omitted or reflected there had been no increase in levels since 1982.

Relative to software, Miss Cunningham counselled that schools must become more accountable for educational software and programs that are beneficial to students in the classrooms, with an emphasis on the practical. Recalling the Ministry had "welched" on funding for software, Miss Cunningham suggested the Program Department must reconsider which is more important - textbooks or software in the coming years.

Responding to Miss Cunningham's comments of students appearing to be playing games on computers, Miss Bond replied that some instructional software has a game format with good content and form, but is not a video game. Regarding the future of textbooks, she noted that publishers are already decreasing the number of textbooks and moving into media-based formats such as laser discs and software to present their information.

Ms. Orban suggested sharing of library resources through a "floating library" of the latest books because of the de-emphasis on class sets of textbooks and the increased use of resource centre libraries.

Dr. Cooke then explained the rationale for implementing such reductions across the system by a combination of approaches.

Books Films and Software - Non-Instructional (Tab 3, Page 14)
Presented by Mr. Shewfelt, there was no discussion.

The meeting then adjourned.

Read and confirmed,

.....
Chairman

MINUTES OF THE
BUDGET REVIEW COMMITTEE
1993 02 10

Present: Trustees S. Hill (Chairman), Allen, Bishop, Desmarais, Hicks, Johnston, Korz, Lowe, Mason, Mulholland, Orban, Rodgerson, Rogers, Stewart, Wilson and Cunningham.

Not

Present: Trustees Darby, Paquin and Patenaude.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
B. Sinclair, Superintendent of Human Resources
R. Orlando, Superintendent of Plant
M. Quinn, Superintendent of Schools - Area 1
N. Nicholls, Superintendent of Schools - Area 2
R. Binns, Superintendent of Schools - Area 3
P. Gillie, Superintendent of Schools - Area 4
R. Lavoie, Superintendent of Schools - French as a First Language
G. Rutledge, Controller
F. Cooke, Assistant Superintendent - Program
S. Rogers, Assistant to the Secretary

URBAN MUNICI

APR - 1993

GOVERNMENT DOCUMENTS

The meeting was called to order.

GENERAL

Presentation of Impact Statements (Tab 3) continued

Mr. Shewfelt announced that a fax from the Regional Office of the Ministry regarding key components of the 1993 General Legislative Grants had just been received. Stating it contains some startling information, he indicated copies would be placed in trustees' lockers tomorrow.

Mrs. Hill asked members to place the historical staffing information laydown in the 1993 Estimates Binder under Tab 4. It was her intent to complete the review of the impact statements this evening.

Miscellaneous (Tab 3, Page 15)

Mr. Shewfelt acknowledged Mrs. Mason's comments relative to the importance of Public Relations especially in connection with Transition Years.

Membership Fees/Grants to Organizations (Tab 3, Page 16)

Deferred to a later budget meeting.

Area Initiatives (Tab 3, Page 17)

Mrs. Nicholls reviewed costs, noting the largest expense entails Education Week. She verified for Mrs. Mason that this total is divided among the areas and advised Dr. Johnston she was not aware of an allocation for the Race Relations Program.

Athletic Program/Athletic Expenses (Tab 3, Page 18)

Dr. Cooke presented the report, drawing attention to the serious impact of this reduction and possible loss of students to other Boards which could end up costing this Board.

Mr. Goodridge, while appreciating Dr. Cooke's position, emphasized that every program is at stake in this budget process.

Dr. Cooke added that the apparent initial savings may be offset by lost revenue to the Board.

When Mr. Korz questioned looking elsewhere if this reduction does not save us money, Mrs. Hill suggested that withdrawal or transfer of students will happen only if similar programs are not cut in neighbouring Boards. Suggesting officials and Chairmen of both Boards should be talking, Mrs. Hill warned that if trustees consider this reduction and an increase in taxes as unacceptable, then the money must come from elsewhere.

Mrs. Hill clarified the intent of reviewing the impact statements is to allow officials to formulate further reductions based on input by trustees. Unless trustees make a specific motion, the officials will continue investigating areas for reductions with a final package of reductions coming to trustees.

Finding such a cut unacceptable, Mr. Stewart indicated he was prepared to make a motion regarding this Line. Mrs. Hill suggested that all impact statements be reviewed and this item could return under Business Arising out of the Minutes.

Mrs. Bishop requested that the number of students participating in the tackle football program in secondary schools be identified. Noting the University of Toronto recently attempted to cut their football program, Mrs. Bishop also expressed concern about the large proportion of the total money available being allocated to a sport restricted mainly to boys.

Relative to athletic subsidies, Dr. Cooke advised consideration has been given to other sources of revenue and he provided several examples. The other option is for the football or hockey student to bear more of the cost, which may prevent their participation.

Mr. Mulholland expressed his expectation was to receive the impact statements, but not to discuss individual philosophies or feelings. It was his belief that consideration of these cuts without revenue information was premature.

Short Term Borrowing (Tab 3, Page 19)

Mr. Rutledge presented the report.

Dr. Johnston was assured by Mr. Goodridge that his understanding is that City Council does not intend to proceed with implementation of quarterly levy payments to the Boards at this time.

Mr. Shewfelt advised Mr. Mulholland that money borrowed internally is paid back at the current interest rate and that Mr. Rutledge makes projections on our cash flow throughout the year to allow the investment of surplus cash in long term investments.

Municipal Taxes (Tab 3, Page 20)

Mr. Rutledge reported the estimated taxes for 1993 are \$59,000. He confirmed these figures do not represent proposed rental rate changes.

Recreation Centres (Tab 3, Page 21)

Dr. Cooke advised the largest portion of this expense involved the rental of swimming pools; however, he indicated that officials are optimistic about the allocation.

Plant Rentals (Tab 3, Page 22)

Mr. Orlando noted that the purchase of floor cleaning equipment during the strike means this allotment can be met.

Miscellaneous Rentals (Tab 3, Page 23)

Deferred to a later budget meeting.

Fees and Contractual Services - Professional Fees (Tab 3, Page 24)

In explaining the various professional fees included in this account, Mr. Sinclair observed that a provision for the Workload Study and an Actuarial Study will be provided from these

funds. He anticipates reaching the proposed allocation.

Medical Fees (Tab 3, Page 25)

There were no queries resulting from this report.

Audit Fees (Tab 3, Page 26)

There were no queries resulting from this report.

Fees and Contractual Services - Legal Fees (Tab 3, Page 27)

Mr. Shewfelt advised the need for these services was under examination and there was an expectation of achieving the allocation.

Dr. Johnston explained to Mrs. Mason the need for the varied legal expertise required by the Board as opposed to having one lawyer on staff.

Royal Botanical Gardens (Tab 3, Page 28)

There were no queries resulting from this report.

Plant Inspections (Tab 3, Page 29)

Mr. Orlando explained the impact of the reduction with respect to cuts in the roofing program may result in us not being able to take advantage of funds from the Jobs Ontario grant program.

Given Mrs. Bishop's query, he explained why this allotment was taken only from Roof Inspections. Mr. Desmarais concurred there was no other alternative for reductions as all the other items relate to safety inspections.

Referring to the \$30,000 quoted on Page 22 for Plant Rentals, Ms. Wilson requested that these funds be considered for transfer to Roof Inspections and Repairs on Page 29. Mrs. Hill acknowledged that such a direction could be taken following a review of all the impact statements.

Repairs to Building and Grounds (Tab 3, Page 30)

In reviewing the impact statement, Mr. Orlando noted several implications, including the possible loss of \$460,000 in Jobs Ontario grants.

A brief discussion followed regarding Repair Request Memos (RRMs), during which Mr. Mulholland suggested elimination of the RRM process by making the school principals responsible for contacting an appropriate contractor if the caretaker is unable to repair the problem. Mr. Orlando, acknowledging a suggestion had been made regarding a CUPE and management committee to examine which work could be done by caretakers, maintained that most repairs require qualified tradesmen.

Mr. Orlando conceded trustees may wish to consider Mrs. Hill's suggestion to delay the painting program for a year to facilitate the roofing program.

When Mrs. Bishop remarked on her confusion regarding the \$950,000 Jobs Ontario grant for the estimated \$823,756 roofing projects, Mr. Rutledge cautioned that the grants would be received at our grant rate of approximately 60%.

Mr. Orlando noted his desire to take advantage of the \$950,000 in grants by spending \$570,000 for roofing, but Mrs. Hill remarked the funds would have to come from another line or by decision of the trustees.

New/Replacement Equipment [Lines 10/12] (Tab 3, Page 31)

Mrs. Nicholls presented the report referring to the information provided under Financial considerations. She then asked Mr. Didur (Co-ordinator, Computers in Education) to provide further information relative to microcomputers. Mr. Didur circulated a page

detailing expenditures since 1984 (attached) and spoke at length, stressing the impact of continued underfunding of computer equipment on school programs and the loss of government hardware grants, up to a maximum of \$1.2 million per year.

Mrs. Mason was opposed to cuts this area.

Relative to the purchase of ICON's in the early 1980s, Mr. Didur advised Mrs. Lowe that this equipment has been relocated to the middle schools and is serving their needs effectively; however, the technology is nearly ten years old and needs to be updated over the next few years to increase flexibility. He assured her that programs initially emanating from the ICON network are now available on DOS for use in other processors.

At Mrs. Bishop's request, Mr. Didur explained that grants are generated at a rate of 60% and that spending \$1.2 million would generate \$800,000 in grants. With the \$1.2 million, he could replace \$1.3 million worth of equipment purchased in 1984 with more powerful equipment, plus have \$200,000 to address inequities remaining in the system. As an example, he noted that a "stand alone" unit in 1984 costs approximately \$2,300-\$2,400, whereas a model with greater power and capabilities today is available for \$1,400 - \$1,500 or an approximate 40% reduction.

Mrs. Bishop worried about students' access to computers when we have not achieved the average of a 10:1 ratio in each school and Mr. Allen wondered about the possibility of selling older equipment.

Mr. Didur explained that processors with limited abilities may be used in elementary schools for keyboarding practice or in a writing room as a simple word processor. Commenting on the complexity of programs for elementary children (to support colour and sound applications), Mr. Didur remarked that it is not a matter of simpler equipment for the younger students and more sophisticated for the older students.

Responding to further questions by Mr. Allen, Mr. Didur assured him that his department works closely to ensure maximum capabilities throughout his various departments.

Noting \$250,000 was indicated for Computers in Education and \$540,000 for the technology renewal program, Mr. Hicks expressed concern about Mr. Didur's request for \$1.2 million to maximize grants receipts. He felt strongly that with limited funds, priorities must be identified and tough decisions made on delaying, dropping or extending programs over a period of time. He urged good communication between officials and trustees in this regard.

When Ms. Orban inquired about savings through rentals, Mr. Didur remarked that the Ministry grants only apply to purchased equipment, although Central Ontario Computer Association (C.O.C.A.) has asked the Minister to consider hardware grants for rental units.

When Mrs. Lowe expressed concern with some of the information being provided, it was clarified that grants earned would not be applied against expenditures through which they were generated.

Mrs. Hill observed that computers could be moved between schools to provide more equity of access. She agreed with Mrs. Lowe that at some time we must determine what our priorities are.

Capital from Current (Tab 3, Page 32)

Mr. Orlando, in concluding his presentation, noted the required reduction would result in the deferral of asbestos work at Ainslie Wood. He detailed the asbestos located within the school and that, at present, air is expelled outside rather than being re-circulated.

Mr. Stewart was advised that approximately 10 schools remain to be fitted with dust collections systems.

Mrs. Lowe then queried the continued staffing complement of the Asbestos Response Team (A.R.T.) given the reduction in our costs and workload.

Mr. Orlando explained that expenditures falling into this category relate to those contracted out and do not relate to the workload of the A.R.T., which addresses minor jobs on a daily basis wherever precautions must be taken in areas with asbestos. It was his expectation that this type of in-house work will continue to be required due to the amount of asbestos still remaining in the system.

While suggesting this may be one area to consider for reduction, Mrs. Lowe observed that lead in water and paint appeared to be the next problems that would need to be addressed.

Mr. Mulholland advocated the Asbestos Response Team as saving the Board a great deal of money while concurring with Mrs. Lowe's comments about lead and paint.

Permanent Improvements (Tab 3, Page 33)

There were no queries resulting from this report.

Insurance (Tab 3, Page 34)

There were no queries resulting from this report.

Transfer to Reserves - Capital Element in Rentals (Tab 3, Page 35)

There were no queries resulting from this report.

Computer Services (Tab 3, Page 36)

Deferred to another budget meeting.

Supplies and Services (Tab 3, Page 37)

Miss Gillie cautioned about continued reduction of supplies impacting on classrooms and program.

In response to Ms. Orban, Ms. Gillie advised that a significant number of schools use a computerized program for ordering and invoicing supplies.

At this point in the meeting, Mrs. Hill expressed her concern about the difficulty in maintaining a quorum during such serious discussions.

Mrs. Mason expressed her frustration by remarking that, having read the information provided prior to the meeting, trustees considered the process of presenting the impact statements for discussion only as a poor use of time. If decisions were being made on these reports, she considered it would be more worthwhile.

Mr. Goodridge indicated that senior officials were working to meet a zero percent increase or a \$12.8 million savings which cannot totally be realized from Lines 3-20. The impact statements reflect a realization of savings to date and acquaint trustees with the savings that have been generated as well as their impact. He believed Mr. Shewfelt was attempting to put in place a process to give trustees a sense of the magnitude of the problem before addressing reductions in Lines 1 and 2. As a Board, he emphasized the importance of being able to honestly state that all lines of the budget had been reviewed for savings.

Mr. Hicks replied that it is not the intent of trustees to examine line by line unless there is a request because of significant management input in this process. He stressed the difficulty of putting these figures into perspective without actual budget figures, surplus or grant information and Lines 1 and 2. Mr. Hicks suggested a brief meeting of the trustees with the Director and Superintendent of Finance to clarify where we are in this

point of time.

Canon Rogers supported a review of the reductions in public in order for trustees to understand the impact of such cuts and as preparation for further sessions with Mr. Shewfelt in deciding whether the Board can function with a zero percent mandate.

Echoing Mr. Hicks' comments about using approved budget figures rather than actuals, Miss Cunningham criticized some Superintendents' lack of efforts in achieving reductions within these pages. Considering the past two nights to have been "an exercise in futility", Miss Cunningham urged setting priorities to meet these targets. She suggested the Board could save \$60,000 by removing a photocopier in a secondary school, but such a suggestion has not been made. She considered most of these reductions as "playing games".

Remarking that some Superintendents appeared to be protecting their staff, she urged that factual, realistic decisions be brought to meet the zero percent mandate. Noting the \$277 million budget and the highly paid staff, Miss Cunningham stated the taxpayer cannot be asked for more and the Board must learn to live within its means. Next year, she warned, will be even harder.

Recalling the plan was for trustees to meet with the Director following this meeting, Mrs. Hill asked members whether they wished to forego the rest of this meeting.

It was the consensus that the review of the impact statements continue prior to a meeting with Mr. Goodridge and Mr. Shewfelt.

Elementary Schools - Holding Mail (Tab 3, Page 38)

There were no queries resulting from this report.

Telephone and Telegram charges for 1993 (Tab 3, Page 39)

Mrs. Lowe suggested that, given the expense of cellular phones, this was an area to effect savings.

Supplies and Services (Tab 3, Pages 40 and 41)

It was noted that page 40 (Field Trip Account) is an addendum to this report. Attention was drawn to implication #3 and also the fact that instructional supplies printing may have to be increased.

There were no queries resulting from this report.

Supplies and Services - Plant Department (Tab 3, Page 42)

Mr. Orlando presented the report noting the impact of a reduction in cleaning supplies.

Mrs. Bishop again queried the continuing expense involved in maintaining vehicles and recalled her request last year for alternatives.

To Ms. Orban's query regarding Temporary Assistance, Mr. Orlando could not provide a breakdown of this expense.

Mrs. Hill suggested both items could return at another meeting under Business Arising.

Mr. Orlando advised in response to questions that the reduction in caretaking supplies did not result from the accumulation of a stockpile during the recent strike. While the recently purchased floor cleaners may result in some savings, he maintained that the reduction in supplies from \$826,000 to \$288,000 would be necessary.

It was explained that as control of the Board's parking lot falls under the Plant Department, it is reflected on this line. Revenue from the parking lot is not a credit towards the Plant Department.

Supplies and Services - Administrative - General Supplies (Tab 3, Page 43)

Mr. Shewfelt advised these savings will be achieved.

There were no queries resulting from this report.

Supplies and Services - Administrative-Advertising (Tab 3, Page 44)

Mr. Shewfelt advised these savings will be achieved.

There were no queries resulting from this report.

Board Committee Meetings (Tab 3, Page 45)

Deferred to a future meeting.

Board Minutes (Tab 3, Page 46)

Deferred to a future meeting.

Supplies and Services - Administrative - Cartage (Tab 3, Page 47)

While officials have not addressed how this saving will be implemented, Mr. Shewfelt promised it would be done.

There were no queries resulting from this report.

Postage - Education Centre (Tab 3, Page 48)

Deferred to a future meeting.

Supplies and Services - Administrative - Printing (Tab 3, Page 49)

Mr. Shewfelt advised the appropriate reduction would be made.

There were no queries resulting from this report.

Recruitment of Staff (Tab 3, Page 50)

There were no queries resulting from this report.

Repairs - Furniture & Equipment (Tab 3, Page 51)

There were no queries following Mr. Rutledge's statement that the reductions would be accomplished as indicated.

At this juncture, Mrs. Hill acknowledged the amount of work, hard decisions and savings, these impact statements represent.

Temporary Assistance Invoiced (Tab 3, Page 52)

There were no queries resulting from this report.

Telephone and Telegrams charges for 1993 (Tab 3, Page 53)

Deferred to a future meeting.

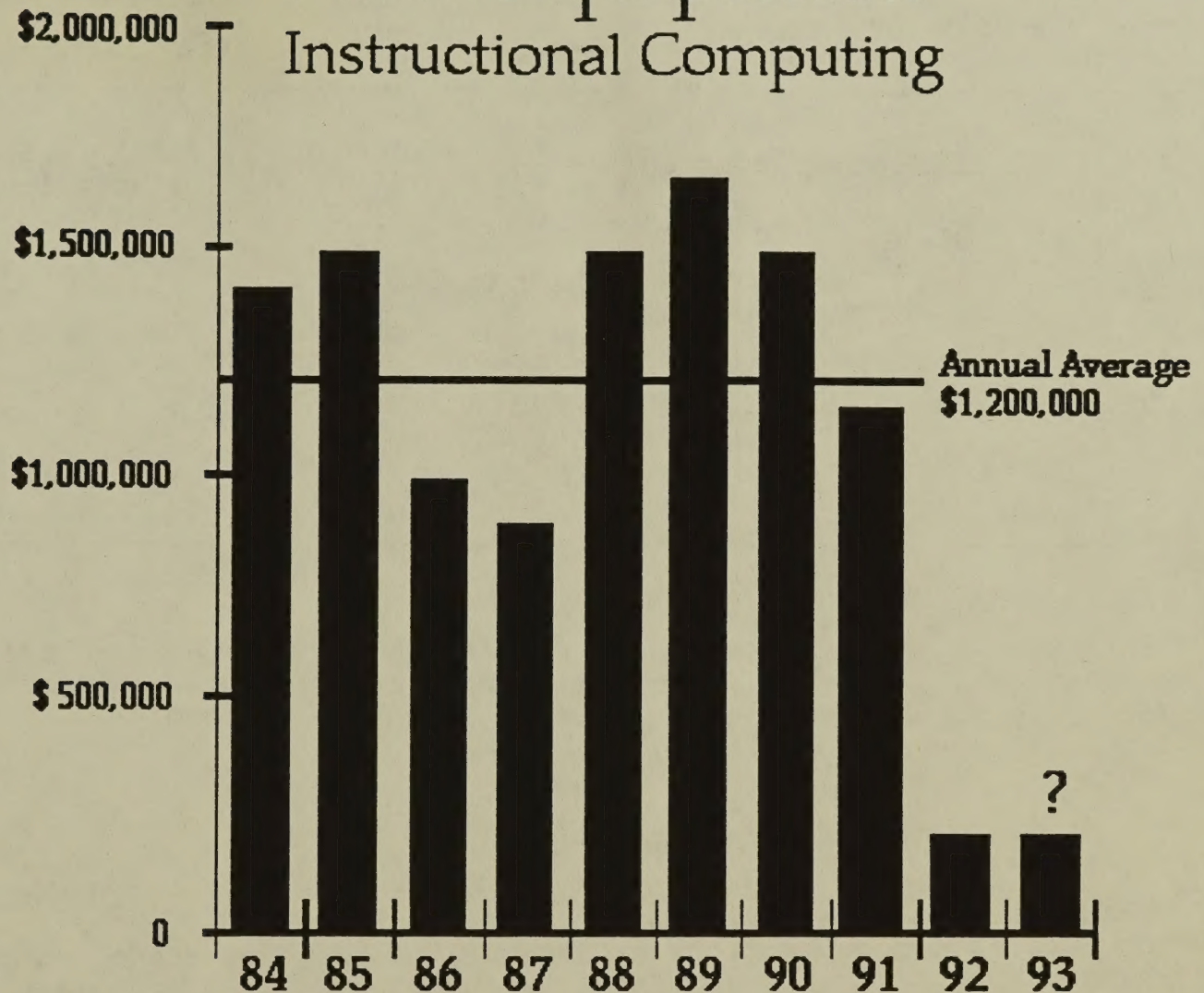
Stating this concluded the review of Lines 3 to 20, Mrs. Hill reminded members of the meeting to follow with Mr. Shewfelt and Mr. Goodridge.

The meeting then adjourned.

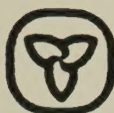
Read and confirmed,

.....
Chairman

New Equipment Instructional Computing



- New equipment is required to replace outdated, obsolete computers that were acquired eight and nine years ago. These machines have long-exceeded their normal 5 yr technological lifespans. The replacement cycle cannot be postponed or delayed without serious repercussions occurring to program and future budgets.
- New equipment is still required to address inequities that exist in the system. Policy/Program Memorandum 116 requires "sufficient computer hardware to allow every student access to a computer for a minimum of 10 per cent of in-class time." Every school must achieve a student:computer ratio that is less than 10:1.
- Policy/Program Memorandum 116 requires the board to address issues of equipment acquisition and equity as it integrates computers into the curriculum in all schools, in all subjects, at all levels. Our 1993 plan must be made available to the Ministry of Education.
- We cannot afford to miss out on our annual GEMS hardware grants (roughly \$1.2 million per year), supplied by the MOE to help us address these issues, by continuing to assign \$200,000 to the CIE New Equipment budget.



Ontario

Ministry
of
Education

Issued under the authority
of the Deputy Minister
of Education

Policy/Program Memorandum No. 116

Date of Issue: September 18, 1992

Effective: Until revoked
or modified

Subject: INTEGRATION OF COMPUTERS ACROSS
THE CURRICULUM

Application: Directors of Education
Principals of Schools

Introduction

Policy/Program Memorandum No. 113, May 31, 1991, announced that school boards would be required to submit annual planning and progress reports on the integration of computers into all curriculum areas, beginning in 1992.

:

1. School Board Implementation Plans

School boards are responsible for developing flexible, long-term plans for the integration of computers into the curriculum. Minority-language sections are expected to develop their own long-term plans reflecting their specific needs. These plans shall be made available to the Ministry of Education upon request.

Each school board shall designate a supervisory officer to ensure the development of the annual plan and to provide schools with appropriate support, as needed, during implementation.

The following information shall be included in the board implementation plan.

- Curriculum • Equity • Professional Development • Staff Support
- Community Partnerships • Special Education • Evaluation
- Acquisition of Resources and Equipment

The plan shall address:

- a review of the board's current inventory of computers and related resources in order to allocate resources efficiently and determine future needs;
- a set of long-range objectives for acquiring sufficient computer hardware to allow every student access to a computer for a minimum of 10 per cent of in-class time;
- the disposal, replacement, and upgrading of outdated equipment;
- the provision of safe and ergonomically suitable environments for the use of computers.

:

**MINUTES OF THE
BUDGET REVIEW COMMITTEE
1993 03 02**

Present: Trustees D. Hill (Chairman), Bishop, Darby, Johnston, Korz, Lowe, Mason Orban, Rodgeron, Rogers, Stewart, Wilson and Cunningham.

Not

Present: Trustees Allen, Desmarais, Hicks, Mulholland, Paquin and Patenaude.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
B. Sinclair, Superintendent of Human Resources
R. Orlando, Superintendent of Plant
M. Quinn, Superintendent of Schools - Area 1
R. Binns, Superintendent of Schools - Area 3
P. Gillie, Superintendent of Schools - Area 4
G. Rutledge, Controller
F. Cooke, Assistant Superintendent - Program
S. Rogers, Assistant to the Secretary

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APR - 1993
GOVERNMENT DOCUMENTS

The meeting was called to order with regrets for not attending received from Trustees Allen, Desmarais, Paquin and Patenaude.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Opening Remarks

Mr. Goodridge commented that he would withhold remarks with reference to the process and future meetings until later during the meeting.

1993 Mandate - Update

Mr. Shewfelt asked members to insert the Revised Page 2 entitled 1993 Preliminary Estimates - Expenditures into the Estimates Binder. He stated that this report summarizes the progress made by senior management in achieving allocations in each of these categories. Mr. Shewfelt reviewed each of the categories, noting the figures in the Increase/Decrease column indicate amounts of money yet to be reduced. He advised that management has not addressed the microcomputer program and this matter will be brought back to trustees to be considered.

In response to a query from Mrs. Hill, Mr. Shewfelt acknowledged that some of the allocations on the revised page have changed and this resulted from deliberations by senior management.

NEW BUSINESS:

Chairman's Remarks

Acknowledging the diligent efforts being made by staff to accomplish the Board's mandate, Miss Cunningham urged the cancellation of all budget meetings until after the March Break. Her rationale was based on the light agendas and the timelines required to prepare reports in order for trustees to make informed decisions. In discussion with the Director it was agreed that eight meeting dates would allow trustees the opportunity to concentrate on budget during a compressed time period.

Following a short discussion, it was

Moved by Miss Cunningham:

That Budget Review Committee meetings be held on the following dates:

March 22nd - 24th - 25th - 26th - 29th - 30th - 31st and April 1st. All other previously scheduled budget meetings to be cancelled.

Miss Cunningham, in recognizing concerns about the March 22 - 26th meeting line-up, said consideration would be given to reducing the number of evenings should deliberations proceed quickly. In addition, as the April Development Committee meeting coincides with the Hamilton Teachers' Association's banquet, a new date will be set at the Chairs' meeting.

The motion was put to a vote and CARRIED.

Lunchroom Program

Mr. Stewart declared a possible conflict of interest as a member of his family is employed as a Lunchroom Supervisor. He stated he would not take part in the discussion and left the meeting during this discussion.

Miss Bond presented the report, stating it provides an update on 1992 cutbacks in this program plus a further recommendation regarding secondary Cafeteria Supervisors. She reviewed the savings accrued through cutbacks last year and a summary of the resulting effects prior to commenting on the rationale for placing Cafeteria Supervisors under the direction of the Lunchroom Program Leader.

Mrs. Mason signified her intent to make a motion to request a report on a user fee or no-cost to the Board for supervision of this program.

When Mrs. Hill asked for clarification about whether the report would come during the budget process or at a later date, Mrs. Mason stated her preference not to spend any money this year. As an alternative, she suggested the funds be cut and schools made responsible for arranging supervision at no cost to the Board. Mrs. Hill asked that a motion be delayed to allow trustees to ask questions.

Recalling previous debates on this issue, Mrs. Bishop stated that when schools were encouraged to manage their lunch hours, there had been an assumption that teachers or other school personnel would be involved in lunchroom supervision where shortened lunch hours were implemented.

By way of response, Ms. Gillie advised that a Letter of Understanding in the Elementary Collective Agreement states that teachers will not provide supervision for the lunch program. She added that there are periods before and after the lunch program when teachers can be assigned supervisory duty.

Mrs. Bishop continued to express her surprise at the lack of teacher coverage. She considered that in reducing the hours, the Board has created a situation whereby, even in a recessionary period, people are reluctant to work minimal hours, despite the wages offered. She concluded her remarks, noting this may not be a budget matter as there are many issues to deliberate.

Agreeing with Mrs. Bishop that this is an Operations Management Committee matter, Mrs. Rodgerson complained about the lack of financial statistics and cost implications within the report. Mrs. Hill noted a report on the downsizing had been requested by Mrs. Bishop at a previous Budget Review meeting.

Referring to the one-half to one-third of elementary schools that had reduced their lunch time, Miss Bond remarked that in most cases it was a reduction of 15 or 20 minutes.

Mrs. Rodgerson then asked for a costing on the program, and specific figures regarding alternatives, drawing attention to the possible impact of transportation on this matter.

Mr. Shewfelt estimated the present cost of this program between \$2.75 million and \$3 million, based on a 10 month year.

As a mandated program, Ms. Orban sought clarification about the Board's ability to levy user fees.

In responding Mr. Goodridge noted part of the problem is the significant issue of transportation and once students are on Board property, they must be supervised. The issue of supervision by teachers would vary across the system and a delineated policy could be perceived as discriminatory. He confirmed user fees could not be levied for a mandated program.

Ms. Wilson preferred seeking areas of reduction that are not to the detriment of students in the area of program and spoke of the community's concern about this topic. Recalling one-half million dollars was saved last year by giving the schools more autonomy in this area, Ms. Wilson requested clarification about the mandate.

Mr. Goodridge responded that Boards are mandated to provide supervision fifteen minutes prior to and fifteen minutes after the school day as well as everything in between.

Given that not all the children need to remain for lunch, Ms. Wilson pondered a way for user fees to be feasible. Additionally she suggested the use of co-op students; however, Mr. Goodridge noted the liability issue in using co-op students without a teacher supervisor.

Mr. Korz noted the trustees' job is not to find alternatives but to decide if we want the officials to find alternatives. Last time we tried this, we had principals' input and he received some positive feedback that some schools have organized lunchroom alternatives which are feasible. This matter could be handled at Operations Management Committee, but budget is consideration from a financial standpoint rather than program issue. Noting the intent of trustees is to save money outside the classroom, he would be in favour of a report on alternatives and clarification regarding the teachers' 40-minute lunch period without supervisory responsibilities.

Mr. Sinclair advised Mrs. Hill that these positions are non-unionized.

Mr. Goodridge clarified that Regulation 262 talks about 40 consecutive minutes.

Mr. Darby hoped future reports will have an overall budget line with early costs and comparable numbers. Based on information within the report, Mr. Darby questioned the large difference in calculations with those figures and the \$2.7 million figure quoted by Mr. Shewfelt. Mr. Shewfelt observed this is one of the drawbacks of not having proper program costings.

Mrs. Hill added that some funds might allow for the purchase of games and cover the Program Leader's salary.

Dr. Johnston urged a review of insurance liabilities in order to allow senior students, teachers or volunteers to supervise as is done in other jurisdictions. He was supportive of a report outlining alternatives.

Mrs. Lowe cautioned against attempting to reach any decision on either of the items on this agenda in isolation from other budget matters.

In agreement with Mrs. Lowe's comments, Canon Rogers recalled the lunchroom program originated with a volunteer organization but the size of the program outgrew the volunteer's capability to maintain. After being advised there are no grants available for this program, he emphasized the importance of a stable lunch environment for children.

At Mrs. Hill's request, Mr. Goodridge explained how the Etobicoke Board of Education charges a fee for children's participation in activities of value such as crafts during the

lunch hour but not just for supervision.

Prior to making a motion, Mrs. Mason observed that trained nurses commence duties at a salary level of \$19 per hour compared to wages paid to lunchroom supervisors.

Moved by Mrs. Mason:

That the officials bring a report back to the Budget Review Committee on alternatives to the present delivery model of the Lunchroom Program that could be implemented at a reduced or no-cost to the Board.

Stating he looked forward to the report, Dr. Johnston had concerns about the time line for officials.

Mr. Goodridge appreciated Dr. Johnston's comments. He agreed a request for a report purely on financial remuneration could be processed quickly; however, Mrs. Mason's motion entails much more.

Moved in amendment by Dr. Johnston:

That the officials bring a report back to the Operations Management Committee on alternatives to the present delivery model of the Lunchroom Program that could be implemented at a reduced or no-cost to the Board.

Mrs. Hill noted there was no time line attached to this amendment.

Mr. Korz agreed that program aspects have to be weighed against several alternatives suggested during this discussion. He suggested that the pecuniary aspect of the report could be brought if there were possibilities of further savings, especially in consultation with principals.

Supportive of the amendment, Mrs. Bishop remarked on its importance to the large number of women in the workforce. Referring to Mrs. Mason's salary comment, Mrs. Bishop noted that this salary was established through Pay Equity because of responsibility. She suggested that any budget for games should be part of the school budget.

Miss Cunningham, while supportive of the amendment, agreed that no decision should be made tonight. She cautioned about the problems arising from requests for reports during the budget process.

The amendment was put to a vote and was CARRIED.

The motion as amended was put to a vote and was CARRIED.

Moved by Mrs. Bishop:

That the Lunchroom Program Leader be responsible for the interviewing, hiring, placement, staff development and training of Cafeteria Supervisors effective September, 1993. CARRIED.

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Alternative methods of delivery of the Junior Kindergarten Program (referred by December, 1993 Operations Management Committee)

Miss Bond presented the report reviewing the rationale for the recommendation to increase the length of the kindergarten day effective September, 1993. Her review finished with a summary of annualized savings of \$400,000, without factoring in transportation or Educational Assistants' salaries.

Recalling comments about not dealing with items until all the information was available, Mr. Korz offered to table the matter. Mr. Korz pointed out that although accessing additional provincial grants does not increase the local levy, this plan will result in a greater overall cost burden to taxpayers.

Questioning why this program had not been expanded before to take advantage of the grants, it was

Moved by Canon Rogers:

That the length of the school day for Junior Kindergarten be extended to 2 hours and 30 minutes effective September 1, 1993.

In agreement with Canon Rogers, Mr. Stewart responded to Mr. Korz that since the program is provincially mandated, the burden should fall provincially, not locally.

Mrs. Bishop queried at some length why a recommendation involving Family Grouping of JK and SK students was not included. The explanation given by Miss Bond and Dr. Cooke noted that the report was to be based on alternatives for the Junior Kindergarten program, not in combination with the Senior Kindergarten Program.

When Mrs. Bishop suggested a motion regarding this matter, Mrs. Hill indicated that Ms. Orban had requested the opportunity prior to the meeting.

At Mr. Stewart's request, Miss Gillie stated a long standing guideline encourages JK classes at a minimum level of 20 students and smaller classes are only considered in extreme circumstances. Principals today are cautioned not to offer guarantees of a JK program in their individual schools during registration.

Responding to Mrs. Lowe's query, Miss Bond noted the advantage of having JK, SK and Grade 1 students on the same time table and that research shows no indication of a negative impact from the extra 15 minutes.

At this point, Mrs. Hill advised that due to possible grant implications, Mr. Goodridge has requested this motion not be approved tonight, but referred back to him.

Mrs. Hill denied Ms. Orban's request to seek clarification on a few matters from Ms. Simpson, Early Years Co-ordinator who was present in the gallery.

Moved by Mr. Darby:

That the following motion be tabled:

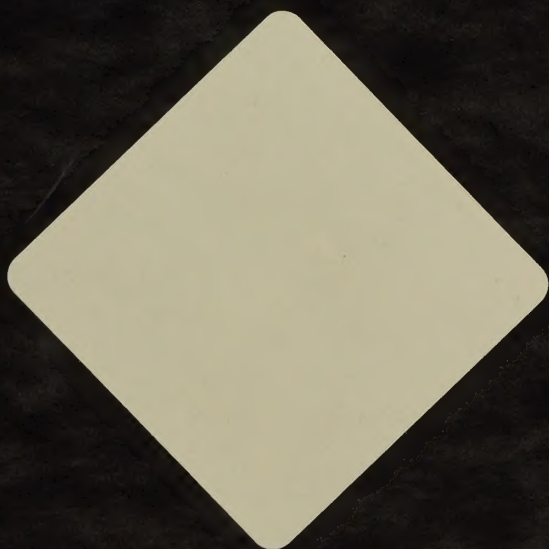
That the length of the school day for Junior Kindergarten be extended to 2 hours and 30 minutes effective September 1, 1993. CARRIED.

Before adjourning the meeting, Mrs. Hill made two observations regarding the Family Grouping issue: a) the Board presently has such a program at Hess Street School and b) issues of program are for discussion at Operations Management Committee and not at Budget Review meetings.

The meeting then adjourned to an in-camera session.

Read and confirmed,

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Chairman



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